

APPENDIX O

USE OF JOB ENGINEERING TO MEET CIVILIAN RECRUITMENT NEEDS

A. PURPOSE

This Appendix describes how job engineering can help in meeting mobilization manpower needs.

B. USE OF JOB ENGINEERING

Under mobilization, installations may have difficulty filling certain positions due to either a local or national shortage of particular skills. Job engineering is one method of helping to meet these requirements. It permits the use of lower skilled individuals to accomplish the duties and tasks included in higher skilled positions. Detailed job analysis of the target position identifies specific duties and tasks. These duties and tasks are separated into lower skilled positions (or partially reassigned) where skills are available on the local job market. The use of job engineering as an aid to recruitment requires the participant to:

- a. Develop detailed wartime requirements by grade, skill, and job title.
- b. Prepare job descriptions supporting each position.
- c. Prepare detailed recruiting plans to fill each wartime position.
- d. Identify positions which will be extremely difficult to fill based on experience and/or local labor market analysis.
- e. Perform job analyses with functional managers, of difficult-to-fill jobs and subsequent job engineering of these positions.
- f. Reflect the results of job engineering in wartime authorization documentation and supporting recruiting and training plans.

C. BASIC CONSIDERATIONS

1. Considerations. Two elements are essential in job engineering:
 - a. Although the workload used to define the requirement for the initial mobilization position does not change, additional personnel may be required after job engineering takes place. For example, a computer clerk would not have an operator's skill, error rates would probably increase and the speed of the clerk would produce less output than that of the skilled operator. Hence, the one originally programmed position might require two positions at the entry level.

- b. Training programs should be in place to provide for the advancement of the new entrant to the target position when a lower or entry level person is hired.

2. Options. Several options are available to achieve the desired results, including such actions as:

- a. Substituting on-the-job experience for some or all of the educational requirements of the position

- b. Transferring professional skills required of a position to another professional in the same or another organization and reclassifying the remaining job in the supporting technician series

- c. Removing supervisory responsibilities from the position and reassigning them, permitting recruitment at lower levels.

3. Examples. Figure O-1 illustrates several examples of job engineering.

EXAMPLES OF JOB ENGINEERING

<u>AUTHORIZED MOBILIZATION</u>	<u>SERIES AND GRADE</u>	<u>BRIEF JOB DESCRIPTION</u>	<u>JOB ENGINEERING ACTION</u>
1. Civil Engineer	0810-13	Oversees new construction and performs general installation engineering.	Redesignate the position as Engineering Technician (Series 0802) and lower the authorized grade.
or			
1. Civil Engineer	0810-13	Oversees new construction and performs general installation engineering.	Re-assign the construction oversight responsibilities to another civil engineer and hire a wage-graded construction foreman.
2. Military Personnel Management Specialist	0205-11	Maintains records, performs allied personnel actions and oversees small group of other personnel records clerks.	Remove oversight function and assign elsewhere in the office. Hire a military personnel clerk and technician (Series 0204-7).
3. Computer Operator	0332-06	Operates main console and capable of analyzing program	Hire a computer clerk and assistant (Series 0335-2/3) with defined training (OJT) plan to qualify as operator.

Figure 0-1